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TO: Steve Parrish DATE: May 18, 1993
FROM: Mary Pottorff CC: R. Pages
SUBJECT: ETS and Marlboro

In a conversation I had this morning with Andreas Gembler about the importance and the implications of the ETS issue, he pointed out an interesting marketing perspective I had never heard articulated. Our premium brands, especially Marlboro, are image driven. When smokers of premium brands go to a bar, restaurant or, indeed, to their office, they take out their pack of cigarettes and place it on the table -- thus making a statement about themselves. If they can only smoke huddled in doorways or in their own home why shouldn't they simply buy a generic? This sounds like a pretty compelling reason to me for top management to strongly support ETS initiatives worldwide.

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